DOCUMENT RESUME

ED 371 457 EA 025 896

AUTHOR Bolman, Lee G.; Deal, Terrence E.

TITLE Reframing Organizations: Artistry, Choice, and Leadership. Jossey-Bass Management Series, Social and Behavioral Science Series, and Higher and Adult Education Series.

REPORT NO ISBN-1-55542-299-3
PUB DATE 91
NOTE 492p.
AVAILABLE FROM Jossey-Bass, Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104.
PUB TYPE Books (010) -- Viewpoints (Opinion/Position Papers, Essays, etc.) (120) -- Guides - Non-Classroom Use (055)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Elementary Secondary Education; Higher Education; Interprofessional Relationship; *Leadership; *Leadership Styles; Management Development; *Organizational Change; *Organizational Climate; *Organizational Theories; Organizations (Groups); Politics of Education

ABSTRACT

This book shows how educators can become more versatile managers and more artistic leaders. In part 1, chapter 1 shows why reframing--the use of multiple lenses--is vital to effective leadership and management. It introduces the four basic lenses for organizational analysis--the structural, human resource, political, and symbolic frames--and show how artistry and reframing can lead to both managerial freedom and leadership effectiveness. Chapter 2 illustrates how managers' everyday theories can lead to catastrophe. Part 2 explores the structural frame. Chapters 3 through 8 describe the basic issues of organization, offers guidelines for successful restructuring processes, and applies structural concepts to the workings of groups and teams. The political frame is discusses in part 4. Chapters 9 through 11 examine the power of political dynamics in organizational decision making, the basic skills of the constructive politician, and ways to shape the organizational playing field. The symbolic frame is explored in part 5. Chapters 12 through 14 analyze the power of symbol and culture in several diverse organizations, the central role of organizational culture in determining organizational effectiveness, the symbolic function of organizational structures and processes, and the creation of a team culture with a shared mission. In part 6, chapters 15 through 23 provide information on how to improve leadership practice. A total of 9 tables, 8 figures, and 8 exhibits are included. (LMI)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

THIS
DOCUMENT
NOT
AVAILABLE
FROM

EDRS